

‘Transformation Flight Plan’ gives roadmap to future

WASHINGTON—Air Staff officials have put the finishing touches on the “Transformation Flight Plan,” which spells out the future direction of the Air Force.

The TFP, a 176-page document, can be accessed through a link on the Air Force’s Internet home page at www.af.mil.

“Transformation is using new things and old things in new ways, and achieving truly transformational effects for the joint warfighter,” said Lt. Gen. Duncan McNabb, Air Force director of plans and programs.

In conjunction with joint partners, the Air Force is transforming by making capabilities-based changes in its operational concepts, organizational structures and technologies to expand the nation’s military capabilities, the general said.

“The flight plan digs down into each of these areas in some detail, then links them all together to present a clear picture of where our Air Force is going in support of combatant commanders,” General McNabb said.

Since the flight plan is a “living document,” officials plan to update it annually. This version is the second.

“Transformation is a process, a journey, not a destination,” said Col. Allison Hickey, of the Air Force plans and programs directorate’s future concept development branch. “Transformation describes how we change and adapt our military to meet the new challenges of our changing world, as well as taking advantage of the dramatic advances in technologies.”

The flight plan is a “snapshot in time,” Colonel Hickey said, which reflects service leader’s thoughts and efforts on transformation. Besides targeting technology, it also examines transformation in concepts and organization.

Officials hope the flight plan will help Air Force people gain a perspective on the kind of skill sets and abilities they need to develop to help the service achieve its transformational goals.

Because the plan is an update, action officers in the future concept development branch were able to use several “lessons learned” from operations Enduring Freedom and Iraqi Freedom in the new edition.

The genesis for the Air Force’s Transformation Flight Plan is direction from DOD’s Transformation Planning Guidance.

“The U.S. military as a whole has been transforming and adapting throughout its history to ensure it maintains broad and sustained advantages over potential adversaries,” he said.

Some can leave active duty early

BY MAJ. JOHN J. THOMAS
Air Force Personnel Center
Public Affairs

RANDOLPH AFB, Texas—There’s good news for thousands of Airmen considering leaving active duty who thought they couldn’t because of existing service obligations.

‘Force shaping’ is opening the exit doors to officers and enlisted in select career fields and year groups by waiving some active-duty service commitments previously incurred for events like government-funded education, permanent changes of station and promotion.

Force shaping includes opportunities to transition to the Air Force Reserve or Air National Guard; as well as relieving some people of their active-duty service commitments.

Rules for leaving active duty early will be the least restrictive for anyone wanting to transfer to the Guard or Reserves through the PALACE CHASE program.

Some bonus payback requirements may also be waived, officials say.

Applications for any of the force-shaping early release programs must be made through local military personnel flights by March 12.

More than 16,000 additional people than are currently projected to leave—12,700 enlisted and 3,900 officers—will be allowed out to help the service return to the authorized active-duty force size by Sept. 30, 2005.

The goal is to get within authorized end strength while avoiding “extreme measures” that “wreak havoc” with mission and morale, officials say.

Joining the Guard or Reserve

Active-duty Airmen wanting to transfer to the Reserve or Guard will be able to apply for a waiver of an active-duty service commitment regardless of their career field.

“We’re a total force, and for our active duty Airmen who would like to separate early and still retain a connection to their Air Force, the PALACE CHASE program provides the perfect vehicle to preserve operational capability while reducing active duty end

strength,” said Maj. Gen. John Spiegel, the Air Force’s director of personnel policy at the Pentagon.

“We’re focusing a big part of our efforts there because it keeps the member and their expertise in the total force, while allowing them increased stability and a chance to continue working toward a military retirement,” the general said.

Some applications may not be approved

Due to manning shortages, 29 officer and 38 enlisted specialties will not qualify for many of the waivers. Among those are pilots, navigators, air battle managers, aerial gunners, nurses and first sergeants. The complete list of ‘stressed’ career fields that are excluded from many of the waivers is posted at www.afpc.randolph.af.mil/retsep/shape.

“We don’t want to break any career fields during our force-shaping efforts or create problems in future years similar to the ones caused by the downsizing in the early 1990s,” said General Spiegel.

“Approval authority for miscellaneous enlisted separations will rest at the personnel center, to centrally review applications and ensure compliance with manning needs,” said Maj. Dawn Keasley, chief of retirement and separation policy at the Air Staff.

The scope of the program

Examples of efforts to ‘shape’ the force go beyond waivers. They include procedures where those who fail to complete technical schools will only be allowed to leave the Air Force or to reclassify into short-manned career fields.

In addition, high-year-of-tenure extensions will only be granted to those in specific shortage career fields or for personal hardship reasons.

Program highlights include:

★ The chance to transfer to the Guard and Reserve for those with at least 24 months time in service, incurring a 2-for-1 service commitment (not less than 1 year or greater than 6 years).

★ Enlisted waivers of active duty service commitments associated with technical training and bootstrap programs.

★ Potential service commitment waivers of up to 18 months for permanent-change-of-station.

★ Potential service commitment waivers for officers of up to 24 months for Air Force Institute of Technology doctoral education and education-with-industry.

★ Up to 12-month waiver of intermediate and senior developmental education commitments for officers.

★ Possibility of ROTC commissioning directly into the Reserve or Guard.

★ Aviator Continuation Pay, Uniformed Services University of the Health Sciences scholarships, and AFIT fellowship, scholarship, and grant commitments will not be waived.

According to officials, force shaping is designed to return the Air Force to its authorized uniformed population, or ‘end strength,’ while shifting some Airmen to fill positions in specialties that need more people of their rank.

The Air Force brought in thousands of personnel since the late ‘90s to build up to end strength, with limited consideration for the skill mix, officials say. But more people came into the service and fewer than expected left, leaving the force with more people than are authorized to be on active duty.

To reduce the total number of active-duty people in uniform, the Air Force is continuing efforts like retraining people into careers where they are more needed, outsourcing jobs to private industry, and converting some jobs from military people to Air Force civilian workers.

However, these new force shaping tools are being offered because still more needs to be done, officials said.

Details and career counseling are available from Staff Sgt. Brian Cyr, Military Personnel Flight separations section, 846-5702 or 846-9494. People can also call the Air Force Contact Center at DSN 665-5000 or 800-616-3775.

Women in Military tribute, ‘Proudly She Serves’ gala planned

The Tribute to Women in the Military and the “Proudly She Serves” Gala are **March 5** in the Hilton Hotel, 1901 University Northeast.

The conference includes workshops, exhibits and an open panel discussion.

Registration for the tribute is \$15 until today and \$20 after that date.

Dinner-dance

The dinner-dance gala starts with cocktails at 6 p.m. and opening ceremonies, 7-7:15 p.m. Dinner is until 8:30 p.m. Awards will be presented until 9 p.m., followed by dancing until midnight.

Tickets are \$20 for a single and \$38 a couple. Entrees are salmon en croute, ranchers style sirloin and veg-

etarian platter.

Make checks payable to VVNM/VVA-TRIBUTEXIX and send them to Tribute XIX, P.O. Box 91775, Albuquerque, N.M. 87199-1775.

Contact Lt. Col. Dorothy Silvanic, 846-0063, or Master Sgt. Jacqueline Pennington-Colvil, 846-7525. For registration, contact Betty Brooks, 821-1092.

First workshops
9:15-10 a.m.

- ★ Women and Heart Disease
- ★ Identity Theft Seminar
- ★ Achieving Financial Abundance
- ★ Sexual Assault

Second workshops
10:15-11 a.m.

- ★ Hormone Replacement Therapy
- ★ Self Protection
- ★ Living Alone and Being Financially Secure
- ★ Posttraumatic Stress Disorder

Third workshops
11:15-11:55 a.m.

- ★ Domestic Violence
- ★ Education and GI Benefits
- ★ Vocational Rehabilitation
- ★ Posttraumatic Stress Disorder



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Community partnership

Base invests intellectual capital, creativity, leadership, time in employment ehancements

BY COL. HANK ANDREWS
377th Air Base Wing commander

For the past six months, Kirtland AFB has invested an immense amount of intellectual capital, creativity, leadership and time into improving our partnership with the community. One central theme of this enhanced partnership has been our effort to “look more like our community” through a robust affirmative employment program.

Our completely reinvigorated affirmative employment effort has targeted our work in seven “buckets” of initiatives: public education, higher education, recruiting and selection, mentoring and development, disability employment, minority organizations and special emphasis programs.

In addition to our full-time civilian personnel office, equal employment opportunity office and affirmative employment program office, we have two dozen officers and civilians from around the base who are volunteering a portion of their time to help us make a difference in these areas. Of course, we could always use more help and here’s why.

Higher education

In our “**higher education initiatives**,” we have engaged with six area universities (University of New Mexico, New Mexico State University, New Mexico Tech, New Mexico Highlands University, College of Santa Fe and University of Texas at El Paso) to ensure these institutions understand how their “product” links to Kirtland AFB’s requirements for civil service hiring. This engagement has included senior Kirtland AFB leadership visits to each college to discuss issues and make plans with university presidents, educators, and career service professionals.

Kirtland AFB has also vastly increased its presence at university-hosted career fairs (most recently at UNM, NMSU, and NM Tech) and is developing plans to host professional societies from these universities for visits to some of Kirtland AFB’s most interesting places to work. This effort should enhance interest in what we project will be a vastly expanded internship and summer hire program in 2004.

Kirtland AFB is also facilitating connections between the institutions closest to Albuquerque and opportunities for these college students to mentor local high school and younger students.

Public schools

Meanwhile, Kirtland AFB is working closely with Albuquerque Public Schools, in part because of our desire to be a partner with our host community, but also to increase the pool of highly qualified high school graduates

who are well prepared to go on to a vocation of their choosing or enter college in search of a profession.

Kirtland AFB’s approach to “**public schools initiatives**” is to contribute to success on issues and projects already being undertaken by APS leadership. Efforts in this arena focus on the Highland Cluster—our neighbors in southeast Albuquerque—where we are collaborating with cluster and school administrators to enhance safety, education, and discipline.

Additionally, these activities also have a specific goal of ensuring parents with children in the Highland Cluster or those who could potentially attend

‘Our completely reinvigorated affirmative employment effort has targeted our work in seven “buckets” of initiatives: public education, higher education, recruiting and selection, mentoring and development, disability employment, minority organizations and special emphasis programs.’

Highland Cluster schools understand all that APS is doing to provide safe, effective education for their kids.

Another important theme of Kirtland AFB’s collaboration with APS centers on Del Norte High School’s “pathways to careers” program and a similar, still growing program at Highland High School.

In this area, Kirtland AFB’s work includes more job shadowing opportunities, a budding tutoring and mentor program, robust information sharing with guidance counselors, and other activities done in partnership between APS educators and Kirtland AFB. The objective is to ensure graduates know that—for nearly any discipline they choose—there are public sector opportunities for work and professional growth and many of these opportunities are right here at Kirtland AFB.

Kirtland AFB bolsters these main efforts with important complementary programs. Among other activities are support of the Youth Leadership

Day, sponsored jointly by the Greater Albuquerque Chamber of Commerce and Sandia National Labs, working as judges for New Mexico MESA (math, engineering, science achievement) activities in the area and participating with Albuquerque Academy’s new program to research, record, and understand the living history of World War II veterans as an important teaching tool for today’s young people.

Recruiting

Even though we have categorized our “to do” list in seven areas, much of our work is cross-cutting. For example, our “**recruiting and selection**” initiatives clearly intersect with “higher education,” as we do a better job getting out to career fairs and working closely with college-based professional societies.

However, “recruiting and selection” also takes the shape of improved employment selection procedures, including expanded use of panel interviews and a halt to non-competitive selections for civil service positions within the 377th Air Base Wing.

Mentoring

Meanwhile, “**mentoring and development**” take many forms. Some come in the “public school initiatives,” as noted with our MESA and other supporting activities. However, we also have an important duty to build “mentoring and development” opportunities for the work force we have today.

As such, we are in the formative stages of starting a chapter of the Federal Managers Association, an organization dedicated to developing federal employees through valuable professional development seminars and workshops.

Plus, we have laid out the initial details of an internally focused career fair to help our employees envision, plan for and execute a career plan that gets them to where they want to be as public servants.

Disability employment

In collaboration with the New Mexico Department of Veterans Affairs, Goodwill Industries, and other facilitating organizations, we also are exploring new horizons for volunteer and work-study arrangements in our “**disability employment initiative**.”

Through cooperation with numerous base agencies, our public sector partners help us place in Kirtland AFB work centers veteran and disabled workers who need an opportunity to excel.

With all the incredible work we have to do at Kirtland AFB, there are certainly lots of opportunities. In addition to doing meaningful work, those placed have the opportunity to use the job credit they accrue at Kirtland AFB as part of a federal civil service resume.

Minority organizations

Expanding our reach is essential if we’re going to achieve our goals. Working through our “**minority organizations initiative**,” we are cooperating with those groups that can ensure we are in touch with our target audience. Moreover, through these groups, we hope to help de-mystify the federal bureaucracy, especially the process for applying for employment.

In a “train the trainer” approach, we are seeking partners who might learn from us how best to apply for federal jobs (on the Web) and then impart those techniques to the constituencies of each minority organization.

In this way, we believe we can provide a higher probability of an effective job application to a far larger number of potential candidates than any other means.

Special emphasis

Finally, our “**special emphasis programs**” bucket is an area we are rebuilding at this writing. We are permitted to have interested federal employees spend one quarter of each of their work week facilitating success in employment for Hispanics, African-Americans, the disabled and more.

These special emphasis program managers—one for each labor category—facilitate our focus on how to better recruit, employ and develop employees in these categories.

These program managers also oversee the conduct of monthly special observances that not only remind us of the contributions of these employees, but communicate the value that accrues from employing a diverse work force and pushing the entire team to its maximum potential.

As you can tell, we are busy improving TEAM KIRTLAND and feel the future is a bright one. That future, however, depends on all of us to deliver on the potential of these great programs.

Volunteers

If you’d like to learn more about what we’re doing, how we’re doing it, and how you can help in any of our seven “buckets” of activities, please call Ricardo Redick, special assistant for Affirmative Employment Programs, at 853-0876.

We’ll be proud to work together to make Kirtland AFB an even better place to live, work and play.

REORGANIZATION

Continued from Page 1

chief master sergeant positions at both the centers and wings.

“What we have now is a structure that doesn’t provide our air base wing commanders the authority and resources to fully support the people and organizations on their bases,” General Martin said.

Some functions are being carried out at the centers, he said, that are actually wing-level in nature and will better

serve the installation by being placed under the wing commander’s authority.

While the new command structure will stand up March 1, each center and wing will work with AFMC headquarters to iron out the steps needed to complete all of the organizational restructure and physical relocations by October 2004. Command officials emphasized that while some jobs will move from centers to wings, they do

not anticipate any positions being eliminated as part of the realignment.

Two AFMC center commanders will not be affected by this move. The commander at Arnold Engineering Development Center, Arnold AFB, Tenn., will remain installation commander. The Aerospace Maintenance and Regeneration Center will remain a tenant on Davis-Monthan AFB, Ariz., an Air Combat Command installation where the

355th Fighter Wing commander serves as the installation commander.

Command officials said two AFMC bases will see no change because there isn’t an AFMC center on the base. The wing commanders at the 377th Air Base Wing at Kirtland AFB, N.M., and 311th Human Systems Wing at Brooks City-Base, Texas, are already designated as installation commanders.